crit Skills, Hiring Strategies, Q-2

INTELLIGENCE COMMUNITY INFORMATION REQUEST

6-1

Coop in IC, Hiring Costs

STAFFING

Critical Skill Shortages and Retention

1. Agency's five most critical skill occupations.

   As determined by the intelligence community at large, the five most critical skills are (1) Mathematicians (2) Computer Scientists (3) Engineers (4) Linguists (5) Computer Programmer Analyst/Specialists. In an attempt to resolve vacancy problems, a Command recruiter was appointed to recruit as necessary including college campuses to fill critical positions.

   End of Year Staffing Levels Follow:

	1982	1983	1984	1985	1986	1987
Authorized	951	1079	1217	1261	1319	1321
Assigned	946	1075	1149	1301	1289	1319

Critical priority?

   Attrition data for the critical skills identified for the past 5 fiscal years.

   Attrition data for the critical skills are reflected in enclosure (1). The significant concerns and problems are that employees are leaving the Command for better paying positions in private industry, in most cases after having worked for 12 to 18 months. The Command is serving as a traing site and step toward higher pay in industry.

3. Hiring strategies and success/failure in meeting critical skill hiring goals.

   In many cases, Naval Intelligence positions require expertise that is acquired thorugh military experiences. However, we are not able to offer salaries and benefits high enough to entice ex-military people from the private sector.

4. Main recruitment sources for critical skill occupations and availability/relative size of recruitment pools for these skills.

   The main recruitment sources are colleges and ex-military. The pool is large enough. However, the problem remains the inability to compete with the private sector, especially at the entry level. Capability to reach projected critical skill hiring requirements is almost impossible.

5. Incentives used to attract and hire critical skill people.

   Incentives used to attract and hire critical skill people include (1) accelerated training agreement for engineers which allows promotion to GS-7 after 6 months of intensive training (2) Special salary rates approved by the Office of Personnel Management (3) Payment of travel and relocation expenses for new hires in shortage categories.

Critical Skill Shortages and REtention (cont.)

6. Major problems of competition in the market place.

   Major competition in the market place are private sector and other government agencies such as NSA, CIA, and DIA. Quantitative measures are not available for this assessment.

7. Cooperative efforts with other Intelligence Community agencies as regards hiring.

   The Defense Intelligence Special Career Automated System provides a pool of candidates. However, the system is cumbersome and generally ineffective for recruitment purposes.

8. Impact of pre-employment processing requirements on hiring program, especially for critical skill occupations.

   The security processing is the major pre-employment problem. The average processing time is 6 to 9 months. There are no statistics available from previous years on the number of candidates lost because of security requirements. However, in the past 6 weeks seven potential candidates were lost because they were not willing to wait for a clearance or they were unwilling to be scruitinized by Security.

9. Cost per hire.

   Site visits and relocation expenses for new hire at the entry level is approximately $1500. In addition the employee is paid a full salary during the training period, which is about one year.

10. Quality measure for critical skill hires.

    There is no information on quality measure for critical skill hires with comparable hires in the private sector. However, we tend to lose the best and brightest to the private sector.

11. Quality of critical skill hires.

    Information is not available to measure quality of critical skill hires with comparable hires in the private sector. However, we are unable to offer comparable salaries; therefore, critical skill hires decline, or leave after gaining some experience, for higher salaries.

12. Major staffing problems not previously covered.

    No other major problems.

13. Requirements for new or significantly changes skills.

    Do not anticipate requirements for a new or significantly changed skills.

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Navy

6-2

Changing Staffing Levels

1.   Authorized and assigned strength data is not available prior to 1982.

✗ 2.   There have not been any major increases or decreases in authorized strengths.

3.   Over the years, the emphasis has shifted heavily toward scientific and technical skills which have positive education requirements. To meet these needs the recruitment efforts have been directed toward college graduates in scientific and technical fields. Such highly skilled potential applicants are in great demand among other Federal agencies and private industry. Therefore, the ability to hire in the scientific and technical fields is increasingly difficult.

Navy - Critical Skill Attrition Q-2 6-3

ATTRITION DATA 1987

OCCUPATION: Computer Programer Analyst/Specialist

Grade	Years of Service			
	0-2	2-5	5-10	10 & over
GS-5				
GS-7	1	1		
GS-9				1
GS-11	1	3		
GS-12		1	1	2
GS-13		1		
GS-14				1
GS-15				1

REASONS FOR LEAVING:

→Higher Pay - 1
→Private Industry - 3
Retirement - 2
Education - 1

OCCUPATION: Computer Scientist - Negative
Mathematician - Negative

LINQUISTS: Negative Report

Does this mean they list none?

1987
OCCUPATION: Engineers

Grade	Years of Service			
	0-2	2-5	5-10	10 & over
GS-5				
GS-7				
GS-9		1	1	
GS-11		2		
GS-12		2		3
GS-13			1	
GS-14				1
GS-15				

REASONS FOR LEAVING:

Other Government - 8
Geographic Change - 1
Retirement - 2

ATTRITION DATA 1986

OCCUPATION: Computer Programer Analyst/Specialist

	Years of Service			
Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7	3			
GS-9	3			
GS-11		1		
GS-12				2
GS-13				3
GS-14				
GS-15				

REASONS FOR LEAVING:

Higher Pay - 6
Private Industry - 6
Retirement - 3
Accompany Spouse - 1

OCCUPATION: Computer Scientists - Negative

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1986

OCCUPATION: Linguists

Grade	Years of Service			
	0-2	2-5	5-10	10 & over
GS-5				
GS-7				
GS-9				
GS-11				
GS-12				1
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Retirement - 1

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1986
OCCUPATION: Mathematician

Grade	Years of Service			
	0-2	2-5	5-10	10 & over
GS-5				
GS-7				
GS-9	1			
GS-11				
GS-12	1		1	1
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Higher Pay - 1
Geographic Area - 1
Retirement - 1
Other Government - 1
Private Industry - 1

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1986

OCCUPATION: Engineers

Years of Service

Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7	1	1		
GS-9				
GS-11	1			1
GS-12			1	1
GS-13		1		
GS-14			1	
GS-15				1

REASONS FOR LEAVING:

Higher Pay - 3
Retirement - 2
Other Government - 1
Private Industry - 4

ATTRITION DATA 1985

OCCUPATION: Computer Programer Analyst/Specialist

		Years of Service		
Grade	0-2	2-5	5-10	10 & over
GS-5		1		
GS-7	1		1	
GS-9	2			
GS-11				1
GS-12				5
GS-13				3
GS-14				
GS-15				

REASONS FOR LEAVING:

Other Federal Agency - 5
→Private Industry - 3
Self Employment - 1
No Reason - 1
Geographic Area - 1
Retirement - 4

OCCUPATION: Linquists - No Separations
Computer Scientist - No Separations

1985

OCCUPATION: Engineers

		Years of Service		
Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7	1			
GS-9	4		1	
GS-11	2	3		
GS-12		2		1
GS-13				2
GS-14				
GS-15				1

REASONS FOR LEAVING:

→ Private Industry - 11
→ Higher Pay - 2
← Better Benefits - 1
  Further Education - 2
  No Reason - 2
  Retirement - 1
  Other Federal - 2

1985

OCCUPATION: Mathematician

		Years of Service		
Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7				
GS-9		1		
GS-11				
GS-12				
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Higher Pay

ATTRITION DATA 1984

OCCUPATION: Computer Programer/Analyst/Specialist

	Years of Service			
Grade	0-2	2-5	5-10	10 & over
GS-5	1			
GS-7	2	1		
GS-9	1		1	
GS-11			2	1
GS-12	1			3
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Retirement - 3
Other Government - 2
Private Industry - 1
Geographic - 1

OCCUPATION: Linquists   -   No Separations
             Mathematician - No Separations
             Computer Scientists - No Separations

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1984

OCCUPATION: Engineers

Grade	Years of Service			
	0-2	2-5	5-10	10 & over
GS-5	4			
GS-7	6			2
GS-9	4	1		
GS-11	1			1
GS-12				
GS-13				1
GS-14				
GS-15				

REASONS FOR LEAVING:

Other Government - 5
Private Industry - 4

ATTRITION DATA 1983

OCCUPATION: Computer Programer/Analyst/Specialist

		Years of Service		
Grade	0-2	2-5	5-10	10 & over
GS-5		1		
GS-7				
GS-9				
GS-11				
GS-12				3
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Higher Pay - 1
Private Industry - 2

OCCUPATION: Linquists - No Separations
              Computer Scientist - No Separations

1983

OCCUPATION: Mathematician

	Years of Service			
Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7	1			
GS-9				
GS-11		1		
GS-12				
GS-13				
GS-14				
GS-15				

REASONS FOR LEAVING:

Higher Pay - 1
Private Industry - 1

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1983

OCCUPATION: Engineer

	Years of Service			
Grade	0-2	2-5	5-10	10 & over
GS-5				
GS-7	1			
GS-9	2			
GS-11	3		1	
GS-12	1			1
GS-13			1	1
GS-14				2
GS-15				

REASONS FOR LEAVING:

Retirement - 1
→ Higher Pay - 10
Other Government Agencies - 7
Private Industry - 4